

EPA STANDARD SPECIFICATION



**Level 5 Operations or
Departmental Manager ST0385
Version 1.0 – January 2024**

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1. Qualification information

1.1 About this standard specification

This End-point Assessment (EPA) specification sets out what is required to complete the EPA in Operations or Departmental Manager. The document contains information regarding the planning and delivery of the EPA process and is intended for use by all parties involved in the process.

EPA is an independent assessment of the knowledge, skills and behaviours (KSBs) that have been learnt throughout an apprenticeship.

This document should be used in conjunction with the published assessment plan on the Institute for Apprenticeships and Technical Education (IfATE) website and the EPA Support Pack provided by Gateway Qualifications for this standard.

Gateway Qualifications is a nationally regulated Awarding Organisation that supports education and training providers through its strong relationships, adaptability and expert team.

Key information	
Standard name	Operations or Departmental Manager
Standard reference number	ST0385 v1.2
Assessment plan version	AP04
Level	5
Ofqual QN	610/3722/9
Sector	Business and Administration
Minimum time on-programme with the provider	366 days
EPA duration	Typically 5 months
EPA methods	<ul style="list-style-type: none"> Professional discussion, underpinned by a portfolio of evidence Project proposal, presentation and questioning
Overall grade	Fail, Pass, Distinction
EQA organisation	Ofqual
Mandatory qualifications	Level 2 English and Maths
Professional recognition	On achievement, apprentices would be eligible to become a full member of the Chartered Management Institute and the Institute of Leadership and Management.

1.2 Purpose

The overall purpose of the EPA is to ensure that the apprentice has met the required level of knowledge, skills and behaviours set by employers and approved by the Institute for Apprenticeships and Technical Education (IFATE).

2. EPA Journey

2.1 On-programme requirements

Full-time apprentices will typically spend 30 months on-programme (before the EPA Gateway meeting) working towards the occupational standard, with a minimum of 20% off-the-job training.

All apprentices must spend a minimum of 12 months on-programme. In all cases this will be no less than 366 days but may be longer. This will be checked by the provider before the apprentice is submitted for EPA Gateway.

It is recommended that the on-programme phase of the apprenticeship consists of:

- meetings at least every two months (minimum six across the programme of study) with their on-programme assessor/trainer, with progress formally recorded against the standard.
- feedback from line manager, mentor and/or peers.

2.2 EPA Gateway

The EPA period should only start once the employer is satisfied that the apprentice is consistently working at or above the level set out in the occupational standard, that is to say they are deemed to have achieved occupational competence. In making this decision, the employer may take advice from the apprentice's training provider(s), but the decision must ultimately be made solely by the employer.

The employer and provider must confirm that the apprentice is ready to complete the EPA before they can pass through the EPA Gateway, and this will be confirmed at the EPA Gateway Meeting and documented on EPA Pro. This notifies Gateway Qualifications that the apprentice is ready for their EPA and the Planning Meeting needs to be organised.

Before the apprentice can enter the EPA Gateway process, the following evidence is required:

- EPA Gateway Meeting Record
- achievement of Level 2 English and Maths
- a completed portfolio of evidence
- project proposal subject, title and scope
- Reasonable Adjustments/Special Consideration Request Form where relevant

Apprentices will not be accepted at EPA Gateway if the evidence required is not sufficiently met.

For those with an education, health and care plan or a legacy statement, the apprenticeships English and Maths minimum requirement is Entry Level 3. British Sign Language

qualifications are an alternative to English qualifications for whom this is their primary language.

Before the apprentice enters the EPA Gateway, they should be comfortable with the assessments they will complete and ready to demonstrate they can achieve the standard of the apprenticeship.

2.3 EPA Planning Meeting

Gateway Qualifications will schedule the EPA Planning Meeting with the apprentice and the employer. The meeting will take place once the EPA Gateway evidence has been accepted and the apprentice has entered the EPA phase of the apprenticeship.

The purpose of the EPA Planning Meeting is to:

- schedule each assessment activity
- identify the requirements of each EPA assessment method
- facilitate the employer's understanding of the EPA process
- answer any questions or concerns the apprentice may have about the assessment process
- aid in the preparation requirements, e.g., arranging access, facilities and resources
- discuss feedback post EPA
- explain certification process upon completion of the apprenticeship
- explain the appeals process
- confirm the project subject, title and scope

2.4 Assessment Overview

The assessment methods for Operations or Departmental Manager EPA consist of the following:

1. Professional discussion, underpinned by a portfolio of evidence
2. Project proposal, presentation and questioning

The assessment methods can be delivered in any order.

The result of one assessment method does not need to be known before starting the next.

2.5 Assessment method 1 - Professional discussion, underpinned by a portfolio of evidence

Assessment requirements	
Mode of assessment	Professional Discussion <ul style="list-style-type: none"> delivered in a controlled environment underpinned by a portfolio of evidence
Duration	60 minutes (+10% at the discretion of the IEPA if required)
Number of questions	Minimum of six
Grading	Fail/Pass/Distinction
Assessed by	Independent End-Point Assessor (IEPA)
Assessment method weighting	50% of the final Apprenticeship grade

The professional discussion will be structured to draw out the best of the apprentice's competence and excellence and cover the KSBs assigned to this assessment method. A professional discussion is a two-way discussion which involves both the IEPA and the apprentice actively listening and participating in a formal conversation.

Professional discussion delivery

The IEPA will conduct and assess the professional discussion.

Apprentices will be given at least two weeks' notice ahead of the professional discussion.

The underpinning portfolio of evidence will have been submitted in line with Gateway Qualifications requirements at the EPA Gateway and must evidence all of the KSBs mapped to this assessment method. The IEPA will review the portfolio of evidence and will use the contents of the portfolio to identify discussion topics for the professional discussion.

The professional discussion will last for 60 minutes. The IEPA has the discretion to increase the time of the professional discussion by up to 10% to allow the apprentice to complete their last answer. Further time may be granted for apprentices with appropriate needs, in accordance with Gateway Qualifications' Reasonable Adjustments Policy.

The professional discussion will be conducted as follows:

- The professional discussion is a structured two-way conversation between the apprentice and an independent assessor.
- The professional discussion must be appropriately structured to draw out the best of the apprentice's competence and excellence. Independent assessors must use the question bank as a source for questioning and are expected to use their professional judgement to tailor those questions appropriately.

The IEPA will ask a minimum of six questions and may ask follow-up questions for clarification purposes and to allow the apprentice the opportunity to cover the KSBs mapped to this assessment method.

The apprentice and the IEPA will have access to their own copies of the portfolio of evidence throughout the professional discussion and both can refer to it as needed. The IEPA will make notes of evidence/answers provided by the apprentice.

The IEPA will make all grading decisions.

The portfolio of evidence is not directly assessed. It underpins the Professional Discussion and therefore will not be assessed by Gateway Qualifications.

Further requirements for the portfolio of evidence are set out in the EPA Support Pack.

2.6 Assessment method 2 - Project proposal, presentation and questioning

Assessment requirements	
Mode of assessment	<ul style="list-style-type: none"> • Component 1 - Project proposal • Component 2 - Presentation with questioning
Component 1 - Project proposal word count	4,000 words (+/-10% at the apprentice's discretion) including tables, graphs, figures but excluding references and annexes
Component 2 - Presentation with questioning duration	<ul style="list-style-type: none"> • 60 minutes (+ 10% at the discretion of the IEPA) • Presentation typically lasts for 20 minutes • Questioning typically lasts 40 minutes
Number of questions	Minimum of eight questions
Grading	Fail/Pass/Distinction
Assessed by	IEPA
Assessment weighting	50%

This assessment method has two components:

1. Component 1 - Project proposal
2. Component 2 - Presentation with questioning

The evidence from the project proposal, presentation and responses to questions will be assessed holistically.

Component 1 - Project proposal

The project proposal may be based on any of the following:

- The need to review and implement a change plan to improve efficiency within the workplace
- The continuous improvement review of a current process, service or product to ensure it is still fit for purpose and meets the current needs of the business
- The need to implement a direct saving (e.g., percentage decrease in direct costs, reduction in head count) across their team, department or organisation following a reforecast activity

The list above is not exhaustive, and Gateway Qualifications will sign off the project proposal **title and scope** (which should be no more than 500 words) to confirm its suitability at EPA Gateway.

The employer is responsible for ensuring the title and scope has a real business benefit and Gateway Qualifications is responsible for confirming that it provides appropriate coverage of the KSBs.

To ensure that all the EPA related work is completed during the EPA period, Gateway Qualifications must be involved in determining the focus of the project scope and title.

Work on the project proposal must start after the apprentice has been accepted at EPA Gateway. The maximum duration of the project proposal should be 12 weeks. The employer should ensure the apprentice has sufficient time and the necessary resources within this period, to plan and undertake the work associated with the project proposal.

Gateway Qualifications will provide a generic specification for a range of qualifying projects, to enable the employer to select a project that will meet the requirements of the EPA. Note that the employer is not restricted to this selection; however, the project scope and title must be signed off by Gateway Qualifications to ensure sufficient coverage of the assigned KSBs.

The project proposal will be 4,000 words (+/- 10% at the apprentice's discretion) including tables, graphs, figures, though excluding references and annexes. The apprentice will have 12 weeks to write and submit the proposal and the presentation following the approval of the project proposal scope and title.

To ensure the project proposal is robust and sufficiently covers the KSBs, it should include:

- an executive summary
- an introduction
- the scope of the proposed project (including key performance indicators)
- objectives
- a project plan (including Gantt charts, risk/issue/mitigation, responsibility assignment matrix (RACI matrix))
- how the proposed project outcomes will be achieved
- comment on the validity of the methods of analysis, data interpretation and data presentation used
- financial budgeting and resources
- proposed implementation plan including communications and stakeholder plans
- advise whether an alternative approach might be considered
- advise upon whether it could be completed in a more cost or time efficient manner
- recommendations and conclusions

The project proposal must include, in addition to the word count, an annex showing how the project proposal maps to all of the KSBs that are being assessed by this method.

The project proposal, plus materials relating to the presentation (see below), must be submitted together. The apprentice should complete their project proposal unaided. When the project proposal is submitted, the apprentice and their employer must verify that the submitted project proposal is the apprentice's own work. The independent assessor will review and assess the project proposal holistically together with the other components of this assessment method. The IEPA will make all grading decisions

Presentation with questioning

The presentation with questioning involves the apprentice presenting to an IEPA their project proposal, followed by questioning from the IEPA to clarify their proposal or presentation. The presentation can be either face-to-face or via online video conference, as appropriate. Remote assessment is the preferred option for Gateway Qualifications. The assessment must be conducted in a suitably controlled environment (a quiet room, free from distraction and influence) and will be recorded.

The presentation should be submitted at the same time as the project proposal within 12 weeks after the EPA Gateway. The apprentice will then be given two weeks' notice of the presentation date to allow the IEPA sufficient time to review the project proposal and presentation and prepare appropriate questions.

The presentation will typically last for 20 minutes, and the questioning will typically last for 40 minutes. A discretionary additional 10% time can be allocated in any proportion across the presentation and questioning.

The presentation will focus on the project proposal and will cover the following:

- Operational management, such as business tools, management systems, identifying and overcoming barriers, identifying opportunities and interpretation of data
- Project management, such as using tools and techniques to plan and deliver outcomes and approaches to identifying and managing risks
- Finance, such as monitoring budgets and financial implications
- Leading people and supporting management of change
- Building relationships
- Communication skills
- Managing self, such as prioritising activities and time management
- Decision making and using evaluation techniques to support the process
- Progress of the implementation of the project proposal to date

The IEPA will then draw out any further information using questions.

The IEPA will ask a minimum of eight questions at the end of the presentation with one question from each of the bullet pointed themes above. The IEPA will use questions from a question bank provided by Gateway Qualifications as a guide to tailor their own questions based on the presentation and project proposal. The IEPA will use these questions to confirm the Apprentices understanding of the presentation and how it demonstrates the relevant KSBs. The IEPA may ask follow-up questions where clarification is required.

2.7 Grading requirements

The Operations or Departmental Manager apprenticeship standard is graded fail, pass or distinction, with the final grade based on the apprentice's combined performance in each of the assessment methods.

To achieve a pass overall, the apprentice must achieve all the pass criteria in all assessment methods. To achieve a distinction overall, the apprentice must achieve all the pass criteria and all the distinction criteria in all assessment methods.

Failure of any component of the EPA will result in an overall failure of the EPA and the apprenticeship.

Grades from individual assessment methods should be combined in the following way to determine the grade of the EPA as a whole:

Assessment method 1 - Professional discussion, underpinned by a portfolio of evidence	Assessment method 2 - Project proposal, presentation, and questioning	Overall grade
Fail	Fail	Fail
Fail	Pass	Fail
Pass	Fail	Fail
Fail	Distinction	Fail
Distinction	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Pass
Distinction	Distinction	Distinction

3. Results notification and enquiries about results

Gateway Qualifications will send the statement of results notification to the apprentice, employer, and provider by email. Results notification will take place once all assessments have been completed. The statement of results will detail the grade for each assessment method and the overall grade of the apprenticeship.

Results will be available for employers and providers on EPA Pro.

For a pass/distinction grade, an internal record of achievement is shared with the apprentice and employer. This is not the official apprenticeship certificate.

For a fail grade, the results notification will include details regarding the next steps.

Where an apprentice is not satisfied with the results of their EPA the employer, apprentice or training provider can enquire about the results.

Should an apprentice, employer or provider wish to submit a formal appeal about an assessment decision, please refer to Gateway Qualifications Appeals Policy and procedure.

4. Re-sits and re-takes

Apprentices who fail one or more assessment methods will be offered the opportunity to re-sit or a re-take an assessment method. A re-sit does not require further learning, whereas a re-take does.

Apprentices should have a supportive action plan in place to prepare for the re-sit or re-take. The apprentice's employer will need to agree that either a re-sit or a re-take is an appropriate course of action.

An apprentice who fails an assessment method, and therefore the EPA in the first instance, will be required to re-sit or re-take any failed assessment methods only.

If the apprentice fails the project proposal assessment method, they will be required to amend the project proposal and presentation in line with the IEPA feedback. The apprentice will be given three weeks to rework and submit the amended project proposal and presentation. The IEPA will have two weeks to review the project proposal and presentation, and the apprentice will have five days' notice of the presentation date.

Re-sits and re-takes are not offered to apprentices wishing to move from pass to distinction.

The timescales for a re-sit/re-take are agreed between the employer and Gateway Qualifications. A re-sit is typically taken within three months of the EPA outcome notification. The timescale for a re-take is dependent on how much retraining is required but is typically taken within six months of the EPA outcome notification. All assessment methods must be taken within a six-month period, otherwise the entire EPA will need to be re-sat/re-taken.

Where any assessment method has to be re-sat or re-taken, the apprentice will be awarded a maximum EPA grade of pass.

5. Access Arrangements, Reasonable Adjustments and Special Considerations

Gateway Qualifications understands its requirement as an Awarding Organisation to make access arrangements and reasonable adjustments for learners with a disability (in accordance with the Equality Act 2010) in order that they are not at a substantial disadvantage in comparison to someone who does not have a disability. Further information is provided in the Gateway Qualifications' [Reasonable Adjustment and Special Consideration Policy](#).

A reasonable adjustment is unique to an individual and should reflect their normal way of working.

Apprentices should be fully involved in any decisions about adjustments/adaptations.

The Gateway Qualifications' [Reasonable Adjustments Form](#) must be completed and submitted to apply for approval. Applications for reasonable adjustments should ideally be submitted to Gateway Qualifications when the learner is register but no later than EPA Gateway submission.

Special Considerations

A special consideration is consideration to be given to a learner who has temporarily experienced an illness or injury, or some other event outside of the learner's control, which has had, or is reasonably likely to have materially affected the learner's ability to: (a) take an assessment, or (b) demonstrate his or her level of attainment in an assessment." (From Ofqual, General Conditions of Recognition)

Apprentices and Employers should always aim to reschedule an assessment in the first instance. Applying a special consideration should be a last resort and must not compromise the integrity of an assessment or the reliability and validity of its outcome.

The Gateway Qualifications' [Special Consideration Request Form](#) must be completed and submitted for approval. Requests for special considerations should be submitted no later than ten working days before the assessment or as soon as possible after the assessment but no later than five working days after the assessment.

Appendix 1 – KSBs from the Assessment Plan

Assessment Method 1: Professional discussion, underpinned by a portfolio of evidence

Knowledge

K1 Operational Management

K1.3 Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance.

K1.6 Understand data security and management, and the effective use of technology in an organisation.

K4 Leading People

K4.1 Understand different leadership styles, how to lead multiple and remote teams and manage team leaders.

K4.2 Know how to motivate and improve performance, supporting people using coaching and mentoring approaches.

K4.3 Understand organisational cultures and diversity and their impact on leading and managing change.

K4.4 Know how to delegate effectively.

K5 Managing People

K5.1 Know how to manage multiple teams and develop high performing teams.

K5.2 Understand performance management techniques, talent management models and how to recruit and develop people.

K6 Building Relationships

K6.1 Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.

K6.2 Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. K6.3 Know how to manage conflict at all levels.

K7 Communication

K7.1 Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.

Knowledge

K8 Self Awareness

K8.1 Understand own impact and emotional intelligence.

K8.2 Understand different learning and behaviour styles.

Skills

S1 Operational Management

S1.4 Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans..

S4 Leading People:

S4.1 Able to communicate organisational vision and goals and how these to apply to teams.

S4.2 Support development through coaching and mentoring and enable and support high performance working.

S5 Managing People:

S5.1 Able to manage talent and performance.

S5.2 Develop, build and motivate teams by identifying their strengths and enabling development within the workplace.

S5.3 Able to delegate and enable delivery through others.

S6 Building Relationships:

S6.1 Able to build trust and use effective negotiation and influencing skills and manage conflict.

S6.2 Able to identify and share good practice and work collaboratively with others both inside and outside of the organisation.

S7 Communication

S7.2 Able to chair meetings and present using a range of media.

S7.3 Use of active listening, and able to challenge and give constructive feedback.

Behaviours

B1 Takes Responsibility

- B1.1 Drive to achieve in all aspects of work.
- B1.2 Demonstrates resilience and accountability.
- B1.3 Determination when managing difficult situations.
- B1.4 Seeks new opportunities.

B2 Inclusive

- B2.1 Open, approachable, authentic, and able to build trust with others.
- B2.2 Seeks the views of others and values diversity.

B3 Agile

- B3.3 Positive and adaptable, responding well to feedback and need for change.

B4 Professionalism

- B4.1 Sets and example, and is fair, consistent and impartial
- B4.2 Open and honest.
- B4.3 Operates with organisational values.

Assessment Method 2: Project proposal, presentation and questioning

Knowledge

K1 Operational Management

K1.1 Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs.

K1.2 Understand business development tools (e.g. SWOT), and approaches to continuous improvement.

K1.4 Knowledge of management systems, processes and contingency planning.

K1.5 Understand how to initiate and manage change by identifying barriers and know how to overcome them.

K2 Project Management

K2.1 Know how to set up and manage a project using relevant tools and techniques and understand process management.

K2.2 Understand approaches to risk management.

K3 Finance

K3.1 Understand business finance: how to manage budgets, and financial forecasting.

K9 Management of Self

K9.1 Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.

K10 Decision Making

K10.1 Understand problem solving and decision making techniques, including data analysis.

K10.2 Understand organisational values and ethics and their impact on decision making.

Skills

S1 Operational Management

S1.1 Able to input into strategic planning and create plans in line with organisational objectives. S1.2 Support, manage and communicate change by identifying barriers and overcoming them.

S1.3 Demonstrate commercial awareness, and able to identify and shape new opportunities.

S1.5 Producing reports, providing management information based on the collation, analysis and interpretation of data.

S2 Project Management

S2.1 Plan, organise and manage resources to deliver required outcomes.

S2.2 Monitor progress and identify risk and their mitigation.

S2.3 Able to use relevant project management tools.

S3 Finance

S3.1 Able to monitor budgets and provide reports and consider financial implications of decisions and adjust approach/recommendations accordingly

S4 Leading People

S4.3 Able to support the management of change within the organisation.

S6 Building Relationships

S6.3 Use of specialist advice and support to deliver against plans.

S7 Communication

S7.1 Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style.

S9 Management of Self

S9.2 Use of time management and prioritisation techniques.

S10 Decision Making

S10.1 Able to undertake critical analysis and evaluation to support decision making.

S10.2 Use of effective problem solving techniques.

Behaviours

B3 Agile

B3.1 Flexible to the needs of the organisation.

B3.2 Is creative, innovative and enterprising when seeking solutions to business needs.

B3.4 Open to new ways of working.

Appendix 2 – Grade descriptors

Assessment method 1: Professional discussion underpinned by a portfolio of evidence

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the pass criteria		
Operational Planning and Management K1.3 K1.6 K4.3 S1.4 S4.1 B1.1 B1.2 B1.4	<p>Describes how they used their knowledge and understanding of data security and business planning techniques, to support their organisation in creating and delivering operational plans, which include setting targets and monitoring performance against plans. (K1.3, K1.6, S1.4)</p> <p>Explains how they communicated their team's role in their organisation's vision and goals, and how they used their knowledge of the impact that organisational culture and diversity has on leading and managing change to drive, achieve and deliver operational plans. (K4.3, S4.1, B1.1)</p> <p>Describes when they have shown resilience and accountability when seeking new opportunities for their organisation. (B1.2, B1.4)</p>	<p>Justifies the purpose of operational business planning and sales and marketing plans, and why they manage resources by setting key targets and monitoring performance against them. (K1.3)</p>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
<p>Managing Teams K4.1 K4.2 K4.4 K5.1 K5.2 S4.2 S5.1 S5.2 S5.3 B2.1</p>	<p>Evaluates different leadership styles, methods to lead multiple and remote teams and manage team leaders and explains how they have adapted their preferred style to ensure they are open, approachable, and able to build trust. (K4.1, B2.1)</p> <p>Discusses how they have recruited, developed or managed team members, and explains the performance management techniques and talent management models that underpin this. (K5.2, S5.1)</p> <p>Identifies strengths in their team and adopts coaching and mentoring techniques to develop, build, enable and motivate the team and support high performance working. Uses delegation to enable delivery through others and describes strategies to manage multiple teams. (K4.2, K4.4, K5.1, S4.2, S5.2, S5.3)</p>	<p>Analyses the problems associated with managing multiple teams and can describe known strategies for dealing with them. (K5.1)</p> <p>Analyses the effectiveness of different coaching and mentoring techniques that they used for office-based and remote team members and justifies their use of the techniques. (K4.2, S4.2)</p>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
<p>Communication Skills</p> <p>K6.1 K6.2 K6.3 K7.1 S6.1 S6.2 S7.2 S7.3 B1.3 B2.2 B3.3</p>	<p>Describes how they used interpersonal skills including active listening, when challenging and giving constructive feedback and seeking the views of others ensuring they valued diversity. Describes when they effectively used different forms of communication when chairing meetings or presenting. (K7.1, S7.2, S7.3, B2.2)</p> <p>Describes when they have been able to build trust and effective relationships when identifying and sharing good practice while working collaboratively both within their organisation and externally. Explains how they used effective negotiation and influencing skills and demonstrated determination to manage conflict. (K6.1, K6.2, K6.3, S6.1, S6.2, B1.3)</p> <p>Justifies how they remained positive and adaptable when responding to feedback in the need for change. (B3.3)</p>	<p>Evaluates known influencing and negotiating theories and models and the effectiveness of these within their organisation when managing the supplier relationship. (K6.1)</p> <p>Analyses barriers to communication and how they are overcome. (K7.1)</p>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
<p>Personal & Professional Development K8.1 K8.2 S8.1 S9.1 B4.1 B4.2 B4.3</p>	<p>Explains how they used their knowledge of their own learning and behavioural styles, to create their own personal development plan. (K8.2, S9.1)</p> <p>Reflects on their own performance, working style and emotional intelligence and the impact they have had on others. (K8.1, S8.1)</p> <p>Describes how they operate within their organisation's values and are a role model who sets an example to others by being open, honest, fair, consistent and impartial. (B4.1, B4.2, B4.3)</p>	<p>Evaluates a range of known learning styles in different situations. (K8.2)</p>

Assessment method 2: Project proposal, presentation and questioning

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail -Does not meet the pass criteria		
Planning their project proposal K1.1 K1.2 K1.4 K10.2 S1.1 S1.3 S4.3 B3.1 B3.2	<p>Describes business development tools, management systems and contingency planning that are available when they have supported the management of change or identified and developed new opportunities within their organisation whilst ensuring commercial awareness. (K1.2, K1.4, S1.3, S4.3)</p> <p>Uses operational management approaches and models in strategic planning that create plans that meet organisational objectives. (K1.1, S1.1)</p> <p>Shows how they are flexible, creative, innovative and enterprising when seeking proposed solutions to business needs. (B3.1, B3.2)</p> <p>Explains their organisational values and ethics, and the impact these have on their decision making. (K10.2)</p>	<p>Analyses a range of business development tools that assist with project planning, and the techniques and approaches for continuous improvement, and how these tools and approaches align with their organisational systems, processes and plans. (K1.2)</p>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
<p>Delivery of their project proposal K1.5 K2.1 K2.2 K9.1 K10.1 S1.2 S2.1 S2.2 S2.3 S7.1 S9.2 S10.1 S10.2</p>	<p>Uses project management tools to plan, organise and manage resources in order to deliver the required outcomes to plan their project. Identifies and mitigates risks and includes suitable systems to monitor progress of the project proposal. (K2.1, K2.2, S2.1, S2.2, S2.3)</p> <p>Applies time management tools and techniques and different approaches to planning in order to prioritise activities. (K9.1, S9.2)</p> <p>Undertakes a critical data analysis to understand and inform their decision making and approach to problem solving. (K10.1, S10.1, S10.2)</p> <p>Uses various forms and styles of communication effectively which are suitable for the audience and situation. (S7.1)</p> <p>Evaluates how they support, manage and communicate change and how they have overcome the barriers they identified. (K1.5, S1.2,)</p>	<p>Analyse and evaluate the effectiveness of the project management tools and problem-solving techniques used in the planning of the project proposal. (S2.3, S10.2)</p>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Project Proposal Output K3.1 S1.5 S3.1 S6.3 B3.4	Provides reports and management information that details the management of their project proposal's budget appropriately considering the financial implications of their decisions and adjusts their approach or recommendations accordingly. (K3.1, S1.5, S3.1) Uses specialist advice and shows a willingness to be open to new ways of working. (S6.3, B3.4)	Justifies the use of specialist advice and evaluates the impact of the advice on the project proposal. (S6.3) Justifies and evaluates the financial and budgetary recommendations identified within the project proposal. (S1.5, S3.1)



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